

*A publication of the U.S. Army Corps of Engineers, Directorate of Military Programs, Installation Support Division*

# Public Works

## *Digest*

Volume XI, No. 8

September 1999

*In This Issue...*

## **The New ISD**



**US Army Corps  
of Engineers®**

*New Fort Bliss barracks—story on page 16*



**US Army Corps  
of Engineers®**

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*On the cover: Barracks courtyard at Fort Bliss, Texas. (Photo by Mark Valentino.)*



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# Welcome to the Installation Support Division!

The Installation Support Center has been reengineered into Military Programs as the Installation Support Division (ISD), a Headquarters USACE element. The primary mission of the new organization is to:

- Provide HQUSACE staff support.
- Direct real property facilities management and installation support activities for the Directorate of Military Programs.
- Perform related services for the Army and Assistant Chief of Staff for Installation Management.

"Previously, as the ISC, CPW, and EHSC" said George Braun, Deputy Chief of ISD, "we had a narrow focus on helping DPWs with their missions. We had specific technical skills that covered the whole Army for DPW problems. Now we are focused on how USACE provides support. But we'll still be working closely with the ACSIM and filling in any gaps with assistance from the Center of Expertise at Huntsville."

"As you can see, we've changed more than our name," said Braun. "Our focus is now on program management rather than execution support, making teaming essential. Coordination, cooperation and teamwork will be our keys to achieving success."

As one of four divisions under the Directorate of Military Programs, we've regrouped into three branches: the Installation Support Policy Branch, Planning and Real Property Branch, and the Business Systems Branch. To the right is a diagram, which shows how we fit into the new organization. Pages 2 and 3 feature a list of the personnel in each new branch.

Give us a call! **PWD**

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# Army Power Procurement (Utilities Contracting) gets reengineered

*by Rafael Zayas*

In the reengineering of HQUSACE Military Programs, effective 2 August 1999, the Army Power Procurement (APP) program execution functions were transferred to the Huntsville

Engineering and Support Center. This included utility services contracts approval, utilities services contracting assistance, and rate litigation/intervention. The transfer of the utilities privatization responsibilities was effective 1 June 1999.

Military Programs' Installation Support Policy Branch is retaining the Army Power Procurement program policy and guidance development function. The Deputy Army Power Procurement Officer (DAPPO) title will be also retained at HQUSACE for policy purposes.

The Assistant Deputy Army Power Procurement Officer (ADAPPO) and Army Power Procurement Officer Representative (APPOR) titles were transferred to Huntsville since they will be providing approval of utility services acquisition and sales contracts.

Huntsville is also responsible for the approval of the contract language relat-

ed to the acquisition and sale of utility services included in Army privatization contracts under the utilities privatization program. The actual approval of the privatization of an Army-owned utility system goes through the MACOMs, ACSIM, ASA, DOD and then to Congress. The Assistant Chief of Staff or the ACSIM has approval authority to exempt an Army-owned utility system from privatization.

Utilities contracting initiatives currently in the works include:

- New policy and guidance memorandum.
- AR 420-41 update.
- Utilities contracts approval decentralization.
- Introduction to Federal Utilities Contracting workshop.
- Development of UTILRATE for WINDOWS.

- Development of a new website.

For more information on these initiatives, check out the November 1999 issue of the *Public Works Digest*.

MACOMs and installations seeking utilities contracting and utilities privatization assistance should contact the Huntsville Engineering and Support Center, USACE's Districts or Installation Support Offices (ISOs) for an explanation of the services that they provide and how your installation can benefit from these services.

☛ The POCs at Huntsville are:

■ **Ed Gerstner** (256) 895-1503 or e-mail: edward.gerstner@hnd01.usace.army.mil

Utilities contracting (acquisition and sales) approval, utilities contracting (acquisition and sales) assistance, and rate litigation/intervention.

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Utilities contracting and privatiza-  
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Rafael Zayas, Installation Sup-  
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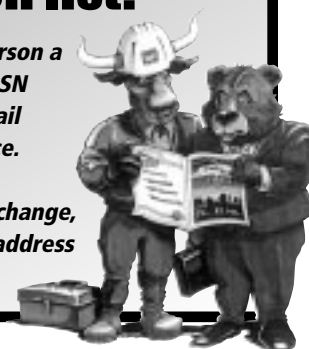
contracting policy and guidance.  
He will issue new policy and guid-  
ance on utilities contracting, Army-  
wide, as soon as it is staffed through  
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# Commanders Conference

*Following are two articles based on the plenary session of the 1999 Installation Commanders Conference held 3-5 August 1999 in Crystal City, Virginia.*



## Privatization through Partnering

*by Alexandra K. Stakhiv*

*Participants of the 1999 Installation Commanders Conference pause to watch demonstrations of the Installation and Headquarters Executive Information Systems at the USACE exhibit.*

**H**ow do we go about attaining quality in infrastructure and services and sustaining what we already have?" asked Mahlon Apgar, IV, Assistant Secretary of the Army (Installations and Environment) at the 1999 Garrison Commanders Conference. "The obvious answer is by restructuring and realigning and reducing what we have, not only efficiently but effectively."

On any typical day, about 28,000 soldiers are deployed away from their home stations to over 76 countries around the world. Our installations provide the support that enables those soldiers to be deployed and those left behind to help support them. Our fiscal environment shapes the way we can accomplish that mission of support and sustainment.

While the Army constitutes the highest percentage of the joint force, and has the largest number of people, it has less than one quarter of the Defense budget. That constraint, combined with the high pace of Op Tempo, stretches its resources—people, equipment, and infrastructure. "Our challenge," said Apgar, "is to balance readiness with modernization and bring quality of life into the central mission of readiness."

Leaders at the installation commander, MACOM, and departmental levels have recognized that housing, recreation, amenities, and even office space, all elements of quality-of-life, are central not only to readiness but to the efficiencies and the effectiveness of productivity. This makes installations critical to readiness and quality of life. Everyone has to make tough decisions every day to maintain that balance between quality of life and the Corps' warfighting mission.

"Creating or capturing efficiencies is a way to strike this balance," said Apgar. "As we continue to look for better ways of conducting our business, reducing the infrastructure content with or without BRAC remains a central challenge." An initiative is underway to achieve efficiencies by reducing and avoiding costs, generating and collecting new funds, realigning operations, and consolidating.

Beyond efficiency, the word effectiveness is one that Apgar would like to implant in the Army lexicon, giving it equal or even greater weight. "Efficiency" said Apgar, "is about optimizing, but it does not necessarily improve service in a qualitative sense. We're in an

institution which is driven by values, or 'qualities,' not just quantities. If there's any lesson in the last two decades of both the Army's history and that of the American economy and society, it is that the quality of life is what really makes us the Nation we are and the Army what it is."

How has the defense industry supported the defense departments since WWII with the tools and systems of warfighting? The support activities for housing and utilities to supplies and distribution and hundreds of other functions have only recently begun to tap the capital and capabilities of American business and local enterprises. "This is the heart of privatization," said Apgar, "and what I mean by privatization through partnership, which can help us not only reduce the cost of doing our business and achieving efficiencies, but with the tougher challenge of effectiveness."

According to Apgar, privatization is an often quoted but little understood term. Although many people use it as a synonym for outsourcing, the two are very different. Apgar defined outsourcing as "the process of contracting with outside independent organizations which can provide support services faster, better and cheaper than we can. This is mainly because that service is their core business but not ours. Outsourcing doesn't shift the responsibility for performance or change the nature of the services. It merely changes the organizational methods of supplying or delivering the service."

Privatization means financing and managing the program or activity by private contractors and partners while retaining some interest in the operations. It may also mean some or all of the transfer of ownership of Army assets such as land, buildings and equipment from us to a private entity and participating in the "services" and "profits" of the program. Privatization is attracting private capital and enlisting private enterprise in designing, managing and executing programs themselves.

"Privatization can only be accomplished through partnership,"



continued Apgar. "By definition, it's a two-way relationship, whether it's among individuals and an organization or between business and government. It's characterized by mutual understanding and responsibilities. "It is not about 'us'" said Apgar, "defining what 'they' do, or, 'they' doing 'our' bidding."

Much of what the Army has done in the past 5 to 10 years in this arena, including utilities, family housing and land cleanup, has been driven by the principle of leveraging the Army budget. "While the capital is necessary, it's not enough," said Apgar. "We also need to benefit from the four Es of private enterprise—entrepreneurship, energy, efficiency and expertise." This

means leveraging ideas, knowledge, and capabilities, not just capital. It's leveraging throughout the myriad functions of installation management, land cleanup and disposal, base operations and programs. "It's not only about applying best business practices in our day-to-day operations," said Apgar, "it's also about the art and science of land use, development and redevelopment."

Initiatives to design, test and implement various approaches to privatization on a pilot basis run the gamut of our installations' environmental responsibilities. Apgar reviewed some of the approaches that will affect installations directly.

**Family Housing.** Family housing faces a major challenge—a \$6 billion backlog. That means spending \$600 million every year for the next ten years if we are to achieve overall Defense Department guidance and objective to bring housing up to the standards that we believe should be achieved.

"You're all aware of the legislation passed in 1996, Military Housing Privatization Initiative," said Apgar. "We plan to tap the tools that Congress has

given us to leverage what the American home-building and real estate industry can do. RCI (Residential Communities Initiative) is a comprehensive term to describe the results we seek, that is family communities, not just housing units, that include the amenities and support services that most Americans enjoy. We have limited RCI to a pilot test program

at three sites—Forts Hood, Lewis and Meade—and are using every marketing technique available to broaden the competition.

The RCI pilot includes three important changes in policy practices: shifting from housing production to community development; transforming our business relationship from contracting to partnering; and reforming the pro-

curement process.

If privatization is to work, we need to make it easier and cheaper for the private sector to partner with us and, once selected, to involve partners in planning the projects. The RFQ (Request for Qualifications) replaces the traditional RFP (Request for Proposal) for this pilot program. It defines the qualifications we're seeking in partners, the criteria for selecting them and the information they need about our installations and we need about them. Qualifications generally include their approach to the project, their financial resources and management capability, and their demonstrated experience in working with other partners. "Once a partner is selected," explained Apgar, "together we'll prepare a plan and then negotiate and develop an agreement. This is a marked contrast to the RFP in which we detail a plan and contractors bid on it."

From the industry's point of view, said Apgar, the RFQ is the most important change in the pilot so far. What interests them about this program is our ready customer base (soldiers) and our large housing stock.

So with the implementation of pilots, continued use of MILCON and effective partnering with the private sector in other ways, we should be able to eliminate inadequate housing for Army families by 2010.

**Land Cleanup.** There are some interesting private sector privatization innovations in land cleanup. Apgar cited an Army plant where private developers proposed conducting a cleanup in exchange for receiving credit against the property's purchase price using the early transfer authority. "We won't have to invest any additional funds in the site's cleanup," he said, "and the developer, who is taking risks up front, stands to profit."

**Historic Properties.** The Army has more than 12,000 buildings either listed on or eligible for the National Register, 12 major historic landmark districts, and 70,000 more buildings that may be eligible in the next 30 years. Here the private sector opportunities run the gamut, involving not just businesses but non-profits.

Fort Sam Houston, for example, took a historic building and paid for its rehabilitation cost in return for shared use. "We're mounting a major study to try to determine how we can recapitalize our historic properties stock," said Apgar. "Using tools available in the private sector has generated capital for historic preservation. We have to think about these types of assets in different ways because they're not just business as usual. If they're approached with standard methods and techniques, they almost always will fail. But if we approach them to preserve the asset values in the intangible as well as the tangible sense, we will not only preserve part of the National treasure but part of our own heritage."

**Morale, Welfare and Recreation (MWR).** Public/private partnerships are an important alternative to our traditional method of funding and building MWR facilities. By definition, these are entrepreneurial in nature and can be built with taxpayer funds. The need for such facilities far exceeds the Army's non-appropriated fund capital investment capacity.

The current plan to commit NAF funds for construction doesn't even meet current program requirements.



*The Honorable Mablon Apgar, IV, gives keynote address at the 1999 Installation Commanders Conference.*





"The emphasis on everything else the Army's doing—RCI and even current MILCON construction—really promotes this part of our business," said Apgar. "It means that we have to break the paradigm of how we provide MWR and related facilities for Army communities.

"Let's assume you're an MWR director and you want a new facility, but you're told to put it off because there aren't any funds. Or it's something you haven't done before and you're not sure you have the proper expertise. How can you support the community and pursue these programs? One answer may be to find a partner who has the needed skills or funds to run it and give you a percentage of the proceeds. Public/private partnerships can leverage the real estate and market opportunity that our customers (soldiers) represent.

"We don't have any legal obligation to repay the debt that's used to finance the project. What the leaders rely on is the cash flow that's generated from operations because they can't have recourse to the assets as they often would in private sector deals. A car wash at Fort Carson, for example, enabled the post to avoid an estimated cost of \$800,000. We have about 30 examples representing a cost savings of about \$145 million, ranging from guest houses to family entertainment centers to water parks to bowling centers—almost the entire spectrum of American community facilities."

Apgar concluded with the benefits to public/private partnerships:

- They provide programs and services quicker than traditional methods.
- They help meet customer (soldier) expectations for quality of life.
- They provide supplemental revenue to help commanders sustain MWR programs and services essential to quality of life.
- They avoid construction costs and recurring maintenance and utility costs.

"These are options that increasingly will drive what you do at the installation level and what we do at the policy level," Apgar said. "For us to do this well, it has to be Win-Win." **PWD**

*Alexandra K. Stakhiv is the editor of the Public Works Digest.*

# The ISR—definitely a commander's tool

by Alexandra K. Stakhiv

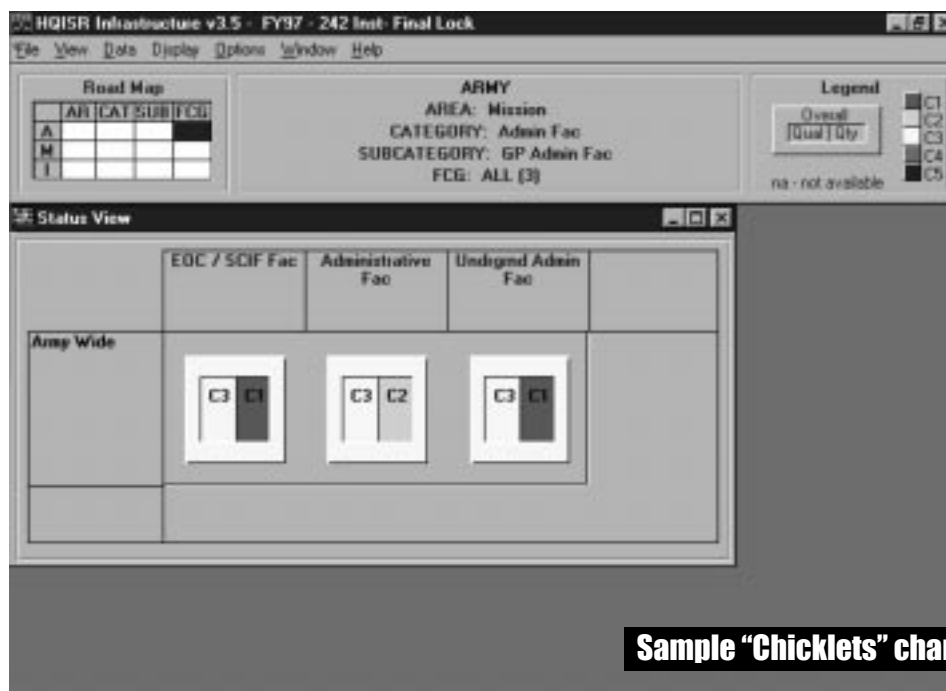
When COL Edward P. Egan, Chief of the Operations and Plans Division, ACSIM, left Fort Lewis as the garrison commander, he vowed he was going to Washington, DC, to do away with the Installation Status Report (ISR). "At Lewis, we thought we were putting an incredible amount of energy into the ISR," said Egan at the 1999 Garrison Commanders Conference held in Crystal City, Virginia, last August. "People were walking around with clipboards filling out little boxes on a survey sheet and we never saw anything from it. Now that I am in ACSIM, I ARE the ISR! I've been born again. I now understand that it's how we figure out how the installations are doing. Yes, you (the installations) are going to put a lot of information in, but there's also an opportunity for the commander to tell us, yes, I hear you but I don't agree with you."

Egan explained how Activity Based Costing and Service Based Costing lead to Standard Based Costing. We're moving towards how much should we spend on a particular service versus looking at

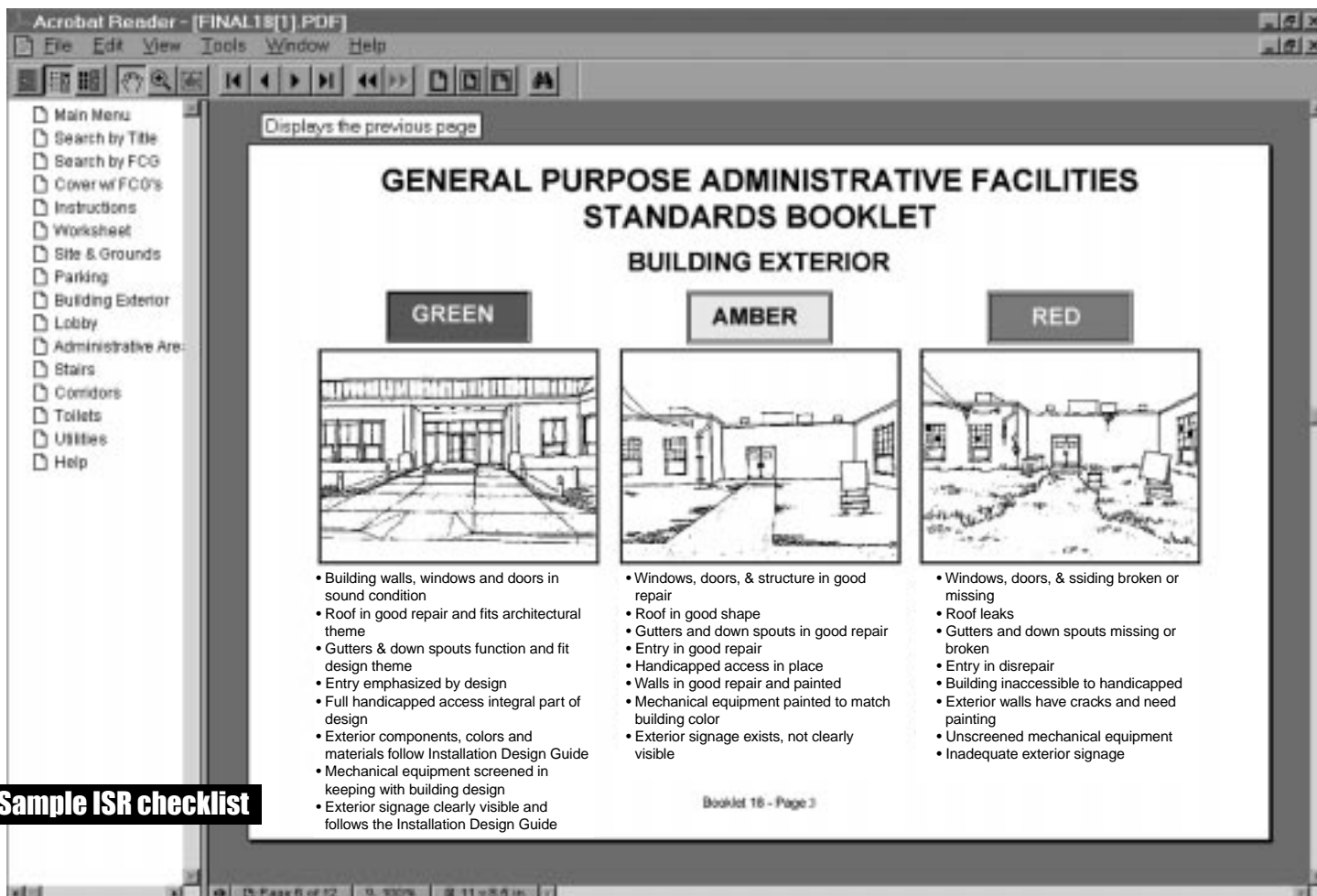
historical data and saying, it costs about that, he said. What we're trying to do is predict what it should cost. "One of the things we have to wrestle with," said Egan, "is different form and different cost. You have to marry these things up."

Let's say the standard is how fast will DPW trucks get to a set of quarters after someone in the quarters calls. They could arrive in 5 minutes, clearly in the green standard. But they could be spending \$15,000 every time they're called. They may get there fast, but it's red in how much it cost to get there to repair the place. What we need to figure out is how fast do we want them to get there and how much do we want it to cost. That's the standard that we want to achieve. Maybe we want them there in an hour and we want a service call to cost no more than \$200 on average.

Different form, different cost. We're trying to fold both of those into the standard. Predictive cost modeling can help, Egan told the garrison commanders. He used Fort Campbell laundries as an example. "There is a fixed cost to open up a laundry. Then



Sample "Chicklets" chart



there's the variable cost—How much do you want to charge per set of fatigues? There's the cost that says how many do I want to run through there, (e.g., how many sets of fatigues a day). Then there's the quality factor—I want the fatigues back in three days. Predictive cost modeling can help you figure out how much it's going to cost to run the installation dry cleaning laundry at Fort Campbell, explained Egan.

Then you can have a low-quality standard and a high-quality standard (e.g., a three-day turnaround or a one-day turnaround). Every time you raise the quality, you raise the cost. Where do you want to set the bar? According to Egan, you can do that with any service, even child care. You just need to figure out how many people you want to serve and what kind of service you want to provide. What percentage of the population do you want to be able to reach and how happy are they with the service that they get.

COL Egan cited GEN Riley from Fort Stewart, Georgia, who said although his housing came up C-3 on the ISR, he downgraded it to C-4. GEN Riley used the ISR to explain why he thought it should be rated C-4. Commanders' comments are built into the system, making the ISR a commander's tool, said Egan.

The ISR has three parts and they all have a quantity and quality component. Part I, Infrastructure, is the most mature part. According to Egan, "We've been at it for about 5-6 years and we have a good, solid database. We have used it to get more dollars this year in RPM. It has won the day in briefing after briefing after briefing with OSD, OMB and the Congress."

Egan said the ISR allows you (the installation) to change the numbers if you think they're not correct. For example, in the Barracks chart, only one-third are up to standard, one-third are red, one third are amber. In administra-

tive buildings, there is a lot of excess and they're all in bad shape. The target is to get the dollars to tear them down. That's a basic requirement. All of these charts are available in the Headquarters Executive Information System for any post, and plans are underway to provide similar charts for overseas posts.

"Most of the time, when a garrison commander complains about something," continued Egan, "we go back and find that he hasn't looked closely at his RPLANS database. We usually find out that some information is missing or the information we have is bad. One post actually left out an airfield."

In the infamous "Chicklets" chart (see page 7), which shows the U.S. Army based on 1998 ISR, Part I, the commands go down the side and categories go across the top. The chart shows that the Army is not doing very well in enlisted housing, sewers, etc. When the Secretary of the Army and the Chief of Engineers come to Fort Sill, they get





the Fort Sill sheet. They also get the Chicklets chart and can look at all of TRADOC. If they ask for it, they can also get the Essential Facilities Requirements. So they're coming out to your post, Egan warned garrison commanders, armed with that information. "You can call in your RPLANS expert and say this chart tells the Fort Knox story. According to the chart, DA says this is what we've got. Is that what we think we have? If something is in terrible shape, it's going to stay that way unless we sink some money into it. This is one of the keys to figuring out where we need to be spending our dollars.

When OSD and the Congress asked the U.S. Army how much it would take to get you to C-1 and C-2, the answer was 31 billion. Too much, they said. What would it take to over a 15-year period and 20-year period? To get to C-2, it would cost \$354 million a year. OSD said they would split the difference and give the Army \$178 million per year starting in 03, so that we can start working on that backlog. "Now \$178 million may not sound like a lot of money but it's a start," said Egan. "You can fix a roof or two and this is where the process of analyzing the 1999 data comes in. Maybe this year we'll get more than \$178 million if we show we need \$240 or \$300 million. We've got the tools to do that because of the ISR."

"In Part II, we're doing well in Compliance and Conservation, but not so well in Pollution Prevention. The Army has a C-3 in Pollution Prevention. Once again, you need to put this information into HQ Executive Information System at your post. That's what DA says we are in the Environment portion and they've promised us dollars for it.

"Part III is a really tough nut to crack. We've taken a few stabs at it in the last couple of years. We emphasize taking a global approach. There are 38 areas inside Service Based Costing and 95 services fall beneath those. We took those 95 services and culled out anything that was just a 'cost' factor. For example, either you've got electricity or you don't. There's no quality in electricity. We ended up with 40 services in ISR, Part III. ARSTAFF proponents for the each of the services developed a strawman set of standards, including a

description of what the service is and how we want to measure it. Also, what constitutes red, amber and green codes. We've staffed it with the MACOMs twice and the General Officer Steering Committee will review the final package of services in September. We're testing it right now.

"We'll definitely do ISR, Part III, for Service Based Costing. We'll be measuring against the standards. We'll figure out how tight we want the standards to be. That will start a ripple effect in adjusting our pyramid. Will it require more money to change the standards? Do we need to loosen them or tighten them up? There are other things we want to measure in ISR, Part III. But this is a good starting point.

"We're using ISR, Part III, as an opportunity to build a database. Right now, we've mailed it to your installation CGs and they're filling out all the in-

formation and shipping it back to us," said Egan. "In the year 2000, you'll continue to submit the ISR, Part I and II off the CD and DA will submit Part III on the web. We'll tell you to load this on your machine and you'll get on the web and send us the information. You'll still be able to look at it too—we're just trying to get away from the CD business." In 2001, the entire ISR is going on the web. This should make the work go smoother, better, faster and in a more timely fashion.

No one knows what the future final shape of the installation is going to be. It's still a work in progress. "What we do know," said Egan, "is that we're going to come up with common standards for the Army that will fly no matter where you are.

POC is COL Pat Egan, (703) 692-9292, e-mail: eganep@hqda.army.mil

PWD

## Master Planning and Real Property PROSPECT Training

**M**aster Planning and Real Property installation personnel have been busy attending several Proponent Sponsored Engineer Corps Training (PROSPECT) Program courses. The Installation Support Division's Planning & Real Property Branch serves as the technical proponent for many of these classes and with support and coordination with the USACE Professional Development Center (PDSC), Huntsville, Alabama, is able to provide them throughout the year.

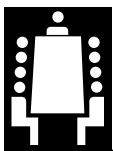
We have a very ambitious schedule planned for the upcoming year as well. For your planning purposes, following is a list of the course dates, titles, and locations.

Date	Title	Location
6-9 Mar 00	Real Property Management Course	Portland, OR
6-10 Mar 00	Master Planning	Huntsville, AL
10-14 Apr 00	Space Utilization	Huntsville, AL
9-12 May 00	Real Property Applied Skills	Huntsville, AL
17-20 Jul 00	Real Property Management Course	Huntsville, AL
31 Jul-4 Aug 00	Master Planning Applied Skills	Huntsville, AL

For questions on attending PROSPECT courses, please call Sherry Whitaker, (256)895-7425, or Jackie Moore, (256) 895-7421, FAX: (256)895-7469. To enroll, FAX or mail your DD Form 1556 to: USACE Professional Development & Support Center, ATTN: CEHR-P-RG, PO Box 1600, Huntsville, AL 35807-4301.

The Real Property training coordinator is Jeff Holste, (703) 428-6318 DSN 328, e-mail: jeff.e.holste@usace.army.mil. The Master Planning training coordinator is O.W. evans, (703) 428-6084 DSN 328, e-mail: ow.evans@usace.army.mil

PWD



## Reversal keeps Aberdeen outsourcing in limbo

by Gary Sheftick and Karen Jolly Drewen

The decision to award a large part of Aberdeen Proving Ground's base operations and community support work to a contractor has been reversed.

However, more appeals are expected, and a final decision is still pending.

The initial decision in May to award the work to a contractor meant 558 APG garrison positions would have been eliminated, officials said.

Aberdeen Technical Services — a joint venture between DynCorp, Roy F. Weston and several subcontractors — had been selected as the most cost-effective organization to perform the work under bid, which included public works, logistics, child care and community services. Following an appeals process, though, officials said revised cost estimates changed the initial decision to an in-house government win, by a margin of almost \$1.8 million.

As part of the CA process, a public review period was opened after the initial decision, and five appeals against the cost comparison were received. Three were submitted by government employees, one was submitted by Lodge 2424 of the International Association of Machinists and Aerospace Workers, and one was submitted by ATS.

An Administrative Appeals Board convened to review the appeals and determine the validity of the submitted allegations. Of the 37 allegations submitted in the five appeals, nine were upheld.

In implementing the decision of the Administrative Appeals Board, made up of representatives from other installations, the government conducted a revised cost comparison, which resulted in a change to the initial decision and the in-house government win.

Post officials said previous plans, which called for full implementation of a contract or the government's "Most-Efficient Organization" by January 2000, will be delayed because of the reversed decision and any further time needed to resolve future protests.

Aberdeen was the first Army installation to initiate a garrison-wide Commercial Activities study, beginning the process in April 1997. Such studies, also

known as A-76, are now being conducted at many other installations, according to COL Duane Brandt, chief of the Competitive Sourcing Office under the Army's Assistant Chief of Staff for Installation Management.

Brandt said a total of 170 Army A-76 studies are now under way, involving about 37,000 jobs. He said many of the studies, though, are "small-scale in terms of functions" and number of jobs under review for outsourcing.

Large garrisonwide studies, Brandt said, are now ongoing at 12 Army installations: forts Belvoir and Myer in Virginia; forts Meade, Detrick and APG in Maryland; Fort Sam Houston, Texas; Fort Polk, La.; Fort Devens, Mass.;

Fort Hamilton and Watervliet Arsenal in New York; Pine Bluff Arsenal, Ark. and Rock Island Arsenal, Ill.

Brandt said historically about 50 percent of past CA studies have been contract wins. The larger studies, though, have tended to go in favor of contractors, he said.

Contractors have greater interest in the larger studies such as Aberdeen, Brandt said, because there's "more opportunity for return on investment."

Brandt said reversal of the decision at Aberdeen "gives credibility to the appeals process." He said it shows that the process is not just a rubber stamp, but warned that the contractor will now have a chance to also file appeals.

"This is no more of a sure thing than the announcement I made three months ago on the contractor win," said APG Garrison Commander COL

## USARSO takes up residence at Fort Buchanan

by Gerry J. Gilmore

When U.S. Army-South officially unfurled its flag at Fort Buchanan, Puerto Rico, at an August 13, 1999 ceremony, the post became host to the only Major Army Command headquarters in the Caribbean region since the mid-1960s.

USARSO is the Army's smallest MACOM with about 900 soldiers and civilians. It is tasked with force-readiness and other missions in Central and South America, as well as throughout the Caribbean.

Fort Buchanan is located on about 700 acres within the city limits of San Juan. Once known as Fort Miles, the post was re-designated as Fort Buchanan in 1940, when it hosted Antilles Command, a MACOM formed during the pre-World War II buildup. Antilles Command was deactivated in 1966.

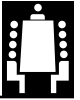
This year, USARSO was moved to Fort Buchanan from Fort Clayton, Panama, as part of the 1977 Panama Canal Treaty agreement, which becomes effective December 31. USAR-

SO cased its colors at Fort Clayton July 30.

Southern Command, headquartered in Miami, is the unified command responsible for U.S. military activities in the Caribbean and Latin America, with the exception of Mexico. A subordinate element of Southern Command, USARSO supports Southern Command's humanitarian and peacekeeping efforts in Latin America and the Caribbean, including counter-drug initiatives. USARSO is also involved in disaster relief.

Work has been ongoing to prepare Fort Buchanan for its new residents. The post has a renovated headquarters building, revamped soldiers' barracks, and a new guesthouse for visitors. The post is slated to provide additional improved facilities for soldiers and their families, including a new grade school.

Gerry J. Gilmore writes for the Army News Service at the Pentagon.



Robert J. Spidel when he announced the decision to Aberdeen employees last week. He cautioned the workforce to accept the information "without adding assumptions or jumping to conclusions."

Even if the decision in favor of the government holds, officials said the current APG workforce will be reduced by 133 positions to meet requirements of the "Most-Efficient Organization" or MEO.

To achieve the reduction, programs such as the Voluntary Early Retirement Authority, Voluntary Separation Incentive Pay and Reduction-In-Force will be requested. Spidel said the number of employees that will be displaced cannot be determined until a final decision is reached and VERA, VSIP and RIF are implemented.

A protest period must now be opened in which the contractor may protest the Appeals Board's decision. Spidel noted that there could be lengthy litigation regarding this decision in federal court, which would mean the final outcome of this CA package may not be determined for some time to come.

For the time being, however, those who filed the appeals said the decision is a major victory. Henry L. Scott, business representative for Lodge 2424, said the union was "overwhelmed with the success."

He thanked the team members who had 21 days to prepare a total of 25 allegations submitted for appeal, who "worked very hard to get it right." Seven of the nine appeals upheld by the board came from the union.

In particular, Scott noted the "outstanding support" of U.S. Rep. Robert Ehrlich Jr., and the assistance from Sen. Paul Sarbanes and Sen. Barbara Mikulski.

Scott noted that problems in the relatively new CA process, also known as A-76, make the process difficult. "How is a playing field ever going to be level when the contractor has our numbers and we don't have his?" Scott said of his concern that while the contractor has access to government figures, the government CA team cannot see the contractor's package.

Despite the uncertainties of the process, some APG garrison personnel are cautiously optimistic.

Harry Greveris, civilian deputy of the Directorate of Public Works, which has the most employees affected by the package, said DPW employees are

## AEC Standards assure usable "As-Built"

by Rik Wiant

It's an old, but too familiar story. The project is complete, the building built — but the "as-built" drawings still need a lot of work. With the increasing use of CADD (Computer Aided Design and Drafting) files for facility management, including space assignments, it's critical that the drawings arrive with the building. In the past, these files sometimes could print a useable drawing, but when you went to use them for facility management, they were unusable. Details were on the wrong level, line work was not closed, and the projection used was wrong.

The simple answer to this was "use the Tri-Service Standards." But how do you know the standards were used? With Version 1.8 of the Release 1.8 of the Architectural/Engineering/Construction (A/E/C) CADD Standard, the answer is at hand. Included with the A/E/C CADD Standard are various utilities for successful implementation of the Standard. These include the A/E/C CADD Workspace, Checker, and File Manager.

The Workspace runs within MicroStation and allows the user to implement the standard through pull-down menus and palette choices (an AutoCAD version is currently in develop-

ment). The Checker utility analyzes each CADD file for compliance with the Standard. The Checker will display a list of items that are non-compliant and even locate the item within the design file. The File Manager utility assists the user in the naming of design files in accordance with the A/E/C CADD Standard conventions.

Release 1.8 will be distributed in early October 1999. This standard contains CADD guidelines for the development of construction drawings covering issues such as file naming, discipline level/layer assignments, and symbology. Release 1.8 is compliant with the recently released U.S. National CADD Standard and adds DoD-specific requirements.

The CADD/GIS Center for Facilities, Infrastructure and Environment, formerly the Tri-Service CADD Technology Center, offers training for System Managers in the setup and use of the Workspace utility. All of the Center's products are available at <http://tsc.wes.army.mil>.

POC is Rik Wiant (703) 428-6086 DSN 328, e-mail: [fredrik.w.wiant@usace.army.mil](mailto:fredrik.w.wiant@usace.army.mil) **PWD**

*Rik Wiant of ISD's Planning and Real Property Branch is the editor of Visions.*

more optimistic and will have an easier time planning their futures.

Ernie Flynn, a DPW facility maintenance and management specialist in the Edgewood Area, said he thinks "there are a lot of questions to be answered."

"The real thing is wait and see. This is a step in the right direction, but not the final step," said Flynn, an APG employee for 27 years.

Randy Moore, chief of the Community Recreation Division in the Directorate of Community and Family Activities, said the news was "a positive decision for both our work force and our customers."

Moore's division's sports program and the Autocraft Program were included in the study.

"I'm not trying to read too much into it, and it's certainly not a final deci-

sion, but it certainly is encouraging," he said after the announcement.

"There may still be some pain in the transition, but not nearly as much as there would have been with an award to the contractor. But we will wait to see what the final decision is."

Diane Spampinato of the Directorate of Resource Management has supported DPW's resource management needs for 11 years, and has spent more than two years working on the directorate's CA package.

"We're optimistic, because this is just one more step in the right direction to save these people's jobs," she said. **PWD**

*Gary Sheftick is the Army's Director of News Operations. Karen Jolly Drewen is the editor of the APG News.*





# Timing is everything!

by Stu Grayson

**T**iming is everything! We've heard that before. But, now, more than ever, it's important in the planning and resource management side of the public works world.

Has everyone heard of AIM-HI, the POM model and the Programming Inventory? No, well, first AIM-HI, which stands for "Army Installation Management - Headquarters Information" is a collection of databases that provides information to the HQDA staff for decision making. It is a lot like the Headquarters Executive Information System (HQEIS) which a number of MACOMs and installations use. The big difference between AIM-HI and HQEIS is that AIM-HI has the budget models in it. The Army budget projection for real property maintenance, which is a part of the Programming Objectives Memorandum (POM), is driven by a series of models in the AIM-HI System.

One of the models (for maintenance and repair) is driven by the Programming Inventory. The Programming Inventory, without going into the details of about six pages of "business rules" that are used to generate the final numbers, consists of one of two numbers. Either of the Real Property Inventory, as submitted by installations through the Integrated Facilities System (IFS), or the facility requirements, as submitted by installations through the Real property Planning and Analysis System (RPLANS).

For example, if the inventory at Camp Swampy shows 150,000 square feet of administrative buildings, but the RPLANS requirement is only 100,000 square feet, the programming inventory will be 100,000 square feet. HQDA does not allocate funds for excess facilities!

If you look at the funding projections in RPLANS and in the Installation Status Report (ISR), you will find that maintenance and repair funding is broken onto two types: Sustainment (keep going under current conditions) and Improvement (bring our facilities up to standards). Unfortunately, for the past several years we have been lucky to fund 50 percent of sustainment. In our example in the previous paragraph, if the sustainment for administrative facilities at Camp Swampy was \$2.00 per square foot, HAD would allocate 100,000 square feet times \$2.00 per square foot, or \$200,000. Since we are only funded at 50 percent, the actual allocation is \$100,000. These funds are lump summed to the MACOM, which makes actual distribution.

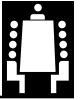
Having said all that and probably confused everyone thoroughly, let's get into the issue of timing. To get the right numbers to HQDA for the budget, a lot has to happen on time. I will try to tie it together in a single cycle, but in reality, cycles overlap. And so the timing:

Date	Activity
May	DCSOPS locks the force structure and ASIP processing begins.
September	ASIP is locked and published (CD ROM to the field).
Sept. 30-Oct. 10	Installations submit real property data from IFS.
October 15	Installations submit RPLANS Requirements to HQRPLANS for MACOM review and approval.
November 1	HQDA/MACOMs complete real property QA/QC and lock assets data.
November 10	Locked real property data to HQRPLANS
November 15	Approved Requirements from MACOM to HQDA (HQRPLANS)
December (mid)	HQRPLANS is locked using September assets and approve requirements.
December (late)	Installation RPLANS updated by HQRPLANS
January	POM model generates funding allocations based on HQRPLANS.  HQRPLANS generates Requirements for ISR-I  Installations receive ISR software and download assets and requirements from RPLANS
January (end)	Reviews of ASIP are completed for Army units and changes are input through the installation TAADS manager.
Mar. 30-Apr. 10	Installations submit real property data from IFS.
April 15	Installations submit RPLANS Requirements to HQRPLANS for MACOM review and approval.  Installations submit ISR data to MACOM.
May 1	HQDA/MACOMs complete real property QA/QC and lock assets data.
June 1	Locked real property data to HQRPLANS
June 30	HQRPLANS Locked
July 7	Installation RPLANS updated by HQRPLANS
ASIP — Army Stationing and Installation Plan	
DCSOPS — HQDA, Deputy Chief of Staff for Operations and Training	
TAADS — The Army Authorization Document System	

I hope this helps managers understand the process. The opportunities to influence the next budget are the 30 September real property data and the 15 October RPLANS Requirements. These will set the Programming Inventory for POM 01-07. Good luck!

☛ POC is Stu Grayson, (703) 428-6506 DSN 328 or e-mail: stu.grayson@usace.army.mil **PWD**

*Stu Grayson works in ISD's Planning and Real Property Branch.*



## Home of the Homeless

“Home of the Homeless” is how Jeff Holste answers his phone these days! As the Army’s McKinney Act program manager, he coordinates Army installation’s submissions of identified excess facilities with the Department of Housing and Urban Development, the Department of Health and Human Services as well as all interested homeless providers.

The McKinney Homeless Assistance Act, mandated by Public Law 101-645,” requires the Army to have all facilities that are identified as unutilized, underutilized or excess be screened by the Department of Housing and Urban Development (HUD) and made available to others, including homeless providers, prior to demolition.” Only upon assignment of a HUD number, and after the prescribed waiting periods, may facilities be demolished. Notification is made by publication in the Federal Register printed by the Gov-

*“This program is an Army success story mainly due to the installation real property personnel responsiveness.”*

ernment Printing Office (GPO).

Updated guidance, previously forwarded to the Major Commands (MACOMs) on 20 November 1997, is now available on ISD’s web page (<http://www.usacpw.belvoir.army.mil>).

As required by Title V of the Act, this year’s three quarterly submissions in 1999 saw over 90 installations submitting 2,500 checklists for 3,000 buildings. In addition, over 70 installations identified 3,000 buildings that were demolished this year. These notable increases are due to the increase in funding for the Facility Reduction Program (FRP) from the previous year of \$20

million to the current year’s \$100 million!

This program is an Army success story mainly due to the installation real property personnel responsiveness to the public law mandated quarterly updates.

The true measure of success is that no one from the Army has been found guilty of non-compliance as all excess facilities are made available to others prior to demolition.

Federal registers received from HUD are forwarded to MACOMs for dissemination to their installations. However, you can also access it via the GPO web page at: [http://www.access.gpo.gov/su\\_docs/aces/aces140.html](http://www.access.gpo.gov/su_docs/aces/aces140.html). Once in, enter the date of publication (mm/dd/yr); then search for “HUD.” The most recent publication was on 27 August 1999 (08/27/99). Check it out!

POC is Jeff Holste, Program Manager, (703) 428-6318 DSN 328, e-mail: [jeff.e.holste@usace.army.mil](mailto:jeff.e.holste@usace.army.mil)

PWD



## Automation

### FIRMS/IFS Update

On 1 October 1999, the configuration management of the Fire Information Resource Management System (FIRMS) will transfer from the Fort Carson DPW Fire Department to the IFS (Integrated Facilities System) Program Manager. Functional support will be provided by Installation Support Center of Expertise personnel, located at Fort Lee, while technical support will be provided by the U.S. Army Information Systems Software Development Center – Lee (SDCL). The Assistant Chief of Staff for Installation Management (ACSIM) will remain the functional proponent providing funding and POM Guidance for all matters related to Fire and Emergency Services.

All policies, guidance, procedures

and techniques related to configuration management are provided in DA Pamphlet 25-6 (Configuration Management for Automated Information Systems).

The IFS Program Manager (PM) will provide management, control, and coordination of all activities necessary for the FIRMS program. The PM responsibilities will include:

- Configuration management.
- Financial planning and budgeting.
- Future development and interfaces.
- Ensuring IFS resources used to provide FIRMS support are applied as deemed appropriate by the IFS Configuration Control Board (CCB).

The Fire and Emergency Services Automation Task Force (subcommittee

of the ACSIM Business Practices Committee) will continue to provide functional input to the design, development, and deployment of FIRMS modules. It will perform functional review of FIRMS-related Engineering Change Proposals (DA Form 5005-R) and make approval/priority recommendations to the CCB based upon input from installation fire departments. Engineering Change Proposals (ECPs) may be forwarded to Jim Asbury, ISCX, 2531 39th Street, Fort Lee, Virginia 23801-1797.

The Point of Contact at the Installation Support Center of Expertise is Jim Asbury at (804) 734-0230, DSN 687-0230. The Technical Hotline number is (804) 734-1051 DSN 687. PWD



# IFS Contract Management System Update

by Tom Pitchford

The following is an update with current status information on where we are in the development of IFS Contract Management System (CMS), Phase I. It includes tentative testing plans and dates and deployment information to help you plan for the FY00 to FY01 deployment of the IFS Contract Management System to your installation.

The Software Development Center at Fort Lee, Virginia, is currently building CMS screens, incorporating online Help Text and Glossary Table and Data Element information into our Oracle CASE

tools. Functional Help text is being prepared by our partnering installation, Fort Lewis, Washington.

Although the MACOMS have not yet been officially notified, we are tentatively planning to have an IPR (In Process Review) of CMS at the IFS Design Center at Fort Lee from 18-22 Oct 99. We will use as much of CMS as has been developed so that our attendees can see just what CMS can do for them. Hopefully, we will be able to show them a great deal of the functionality of CMS using test data.

Development Center, Fort Lee will deliver the CMS product to the IFS Design Team during the first week in January 2000. Our current schedule calls for a three-week SDT (Software Development Test) to begin 10 January 2000 and end on 28 January 2000. An SDT provides an opportunity for the

IFS Design Team to test CMS screen functionality, help text, and glossary information to insure design requirements have been satisfied and can move to the next phase of CMS development.

The SQT (Software Qualification Test) will begin on 7 February 2000 at the IFS Design Center at Fort Lee and end on 25 February 2000.

The SQT is where MACOM and Installation personnel are provided the opportunity to test CMS and insure that its basic design and functionality meet the design requirements

specified in the Requirements

Documentation. If you would like to participate, please go through your appropriate DPW/MACOM channels. Experience in preparing and processing procedures for all types of contracts prepared by DPW installations involving contract activities is required.

The UAT (User Acceptance Test) is tentatively scheduled at our partner installation, Fort Lewis, from 6-24 March 2000. MACOMs interested in sending MACOM or installation personnel to the UAT should contact Tom Pitchford.

The deployment of the Contract Management System will be very much like that of SCP 11, i.e., the package SCP 13-00 will be mailed out and loaded by the site. Software Development, Fort Lee IFS personnel will provide telephone support to installations that require it. CMS will operate with Solaris 7 and the DBMS will be Oracle 8.

Deployment of the CMS system will be on a reimbursable basis (current estimate is \$18,000 per site). Functional training will be provided by contract personnel over a two-week period at each site. There will be two functional trainers for the first week and one functional trainer during the second.

CMS deployments will be paid for by MIPRs to Software Development Lee and will be deployed on a first come, first served basis. Deployments will be scheduled as payments are received. As we get closer to the deployment timeframe specified above, Software Development Center, Fort Lee will provide a POC and address for sending payment.

Unlike the current Contract Administration function, the new IFS Contract Management System, Phase I, will enable you to manage contract requests for work from conception to contract completion. Please note that upon deployment of CMS, IFS will no longer support Contract Administration (the screens will be removed), but the tables will stay in place for the time period. There is no conversion planned with this release.

If you have any further questions, please call Tom Pitchford at (804) 734-2646 (DSN 687-2646) or e-mail: [pitchfort@sdcl.lee.army.mil](mailto:pitchfort@sdcl.lee.army.mil) **PWD**

*Tom Pitchford is the Project Leader for CMS at Fort Lee, Virginia.*



Integrated Facilities System

## Need a copy?

The *Public Works Digest*, Volume XI, No.5, May 1999, contained an article on page 3, titled "ISC and Fort Lewis Developing IFS Contract Management System," which explained that IFS Contract Management System (CMS) would replace the current IFS Contract Administration function and what functionality IFS CMS, Phase I, would provide to installation DPW Engineering Divisions/Branches. The article also explained that other phases are planned for future development and briefly covered what was suggested for Phase 2 development. If you would like a copy of this article, please call Tom Pitchford at (804) 734-2646 (DSN 687-2646) or e-mail [pitchfort@sdcl.lee.army.mil](mailto:pitchfort@sdcl.lee.army.mil) for a copy. You can also visit our web page at <http://www.usacpw.belvoir.army.mil>, click on Publications, then click on *Public Works Digest*, May 99.

## Submit your articles and photographs to the *Public Works Digest*

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## Private housing to be tested at three posts

by Gary Sheftick

**A**fter re-examining housing privatization initiatives for more than six months, the Army is now moving forward with a pilot program at three installations: Forts Hood, Lewis and Meade.

Under the Army's housing privatization program called the Residential Communities Initiative (RCI), a solicitation was recently issued at Fort Hood, Texas. The solicitation requests developers to submit documentation of why they are the most qualified to undertake the project to construct, operate and maintain family housing at Fort Hood. A pre-submission conference for interested developers was scheduled for early September at Fort Hood.

Army officials expect to issue solicitations for housing at Fort Lewis, Washington, in December. And officials expect to issue solicitations for Fort Meade, Maryland, in April.

In addition, under an older program, Army officials expect to soon select a developer to take over family housing at Fort Carson, Colorado. Officials said they expect an announcement at Carson within a few weeks.

Initial RCI plans called for most continental U.S. Army installations to privatize housing by 2005, said Ted Lipham, program director for RCI. But the program has been scaled back, he said.

"We re-scoped the program from 43 installations to a pilot program of three installations," Lipham said. He explained that the test program will provide lessons learned and input for a decision on how to proceed with housing improvements for the rest of the Army.

"This is a conservative approach, versus one of urgency," said Dan Duncan, a member of the RCI Task Force.

Duncan said the task force began with a sense of urgency because more than 75 percent of family housing Army-wide needs either renovation or replacement. He said there's a \$6 billion backlog in construction and maintenance for Army family housing caused over the years by inadequate funding.

"RCI is a tool the Army is using to help eliminate inadequate housing,"

Lipham said. He explained that housing privatization initiatives will work together with increased military construction funding to eliminate shortfalls.

Under RCI, Lipham said the Army will "partner" with private sector firms to jointly develop housing facilities and services for Army families. The Army will provide the developer a long-term interest in the land and facilities, Lipham said, to enable the firm to gain financing to accomplish the required construction at the installation. The developer will agree to renovate or replace existing quarters and build new units when required, Lipham said. He explained that the developer will also be responsible for operating and maintaining the housing units for the term of the agreement.

Once the housing is operated by a developer, Lipham said soldiers will pay rent to the private firm. But he said the rent and utilities together will not exceed soldiers' Basic Allowance for Housing.

Duncan said 90 percent of the 5,482 units of family housing at Fort Hood need to be renovated or replaced under the RCI program. In addition, there is a shortfall of about 1,100 units, mainly for junior enlisted soldiers, that he said also need to be built. Although this total process may take up to 10 years, Duncan said residents should see improvements much sooner. He added that it could take up to 40 years without housing privatization.

Construction of new housing at Hood could begin in 18 months to two years, Lipham said. He explained that the solicitation period will last three months, then it will probably take two months to select a developer. He said the developer and government will work together for six months to prepare a detailed community development and management plan. Then he anticipates it will take Congress about two months to review and approve the plan. Finally, he said the contractor will be given two to four months to mobilize equipment and financing before construction begins.

Initially, the solicitation period at Hood was to open this past January, Lipham said. But he explained that some

resistance to RCI cropped up based on a misperception that stores and other facilities built on post might compete with the Army and Air Force Exchange System.

"They thought we were going to build strip malls and Sams Clubs and all that; that simply is not true," Lipham said. He said the misperception may have cropped up because RCI will include supporting facilities such as community centers, playgrounds, childcare facilities, schools and storage facilities under the community development plan.

But Lipham stressed that "we want to ensure that anything we do is not in competition with AAFES, DECA, MWR and any of those." He explained that RCI facilities would only complement what other "stakeholders" have in the community.

Lipham said the Army plans to select one developer for each installation through a "Request for Qualifications" process that will not require detailed proposals like developers had to submit at Fort Carson.

The Carson selection is being made under an older Army Capital Venture Initiatives program. Using the traditional "request for proposals" or RFP approach at Carson, bidders were required to submit detailed proposals which developers said cost them \$200,000 to \$500,000 to prepare. Lipham said RCI will streamline the process and cost less for both the government and developers.

The new Request for Qualifications, or RFQ approach will focus on the developer's past performance, financial strength, organizational capabilities and a preliminary project concept, Lipham said. He said submitting the RFQ is expected to cost developers only a fraction of what it cost to compete at Fort Carson.

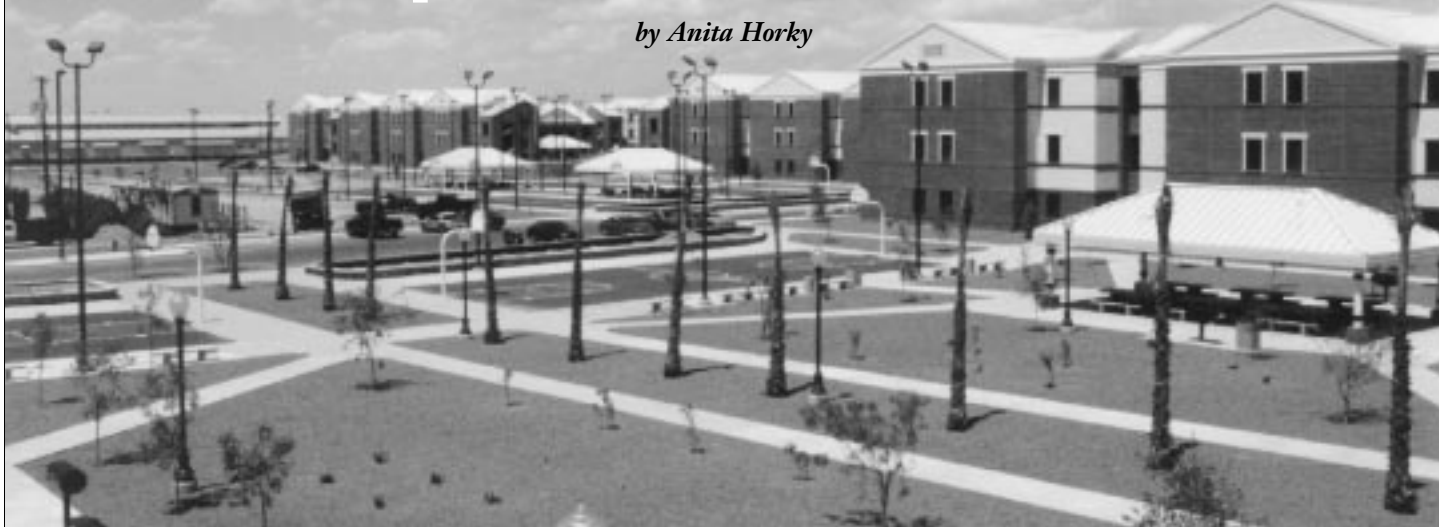
Lipham explained that an RFQ may only be 50 pages with perhaps 50 pages of attachments. An RFP could easily be 800 pages with up to 1,000 pages of submissions, he said.

The difference with RFQ is that detailed development and management plans will be drawn up with the developer after the selection is made. ➤



# \$44.8 million barracks complex at Fort Bliss completed ahead of schedule

by Anita Horky



*The barracks surround a courtyard with covered pavilions, picnic tables, grills, and sand volleyball and basketball courts. (Photos by Mark Valentino)*

If you're taking the VIP tour of Fort Bliss in El Paso, Texas, one of the first stops is the new barracks complex. The recently completed \$44.8 million complex—comprised of three barracks buildings, three administrative buildings, a 1,300-person dining facility and a central energy plant—is the star attraction on post.

"It's quite impressive to tell someone you've got 672 1+1 barracks," said Col. Rayford Shaw, director of Public Works and Logistics (DPWL) during the construction of the complex. "I think everybody who has had a chance to tour the facility agrees that the soldiers are well represented and taken care of."

*(continued from previous page)*

For instance, the exact number of new housing units and other facilities to be built will be negotiated with a developer after the selection, Lipham said. He explained that this approach will allow an installation commander and staff to work closely with the private developer to tailor communities to local needs. **PWD**

(Editor's note: For more information, visit the RCI website at <http://www.rci.army.mil>.)

## Soldier quality of life

It's easy to see what the fuss is about. The three-storied red brick and beige stucco barracks, designed by the Corps of Engineers' Fort Worth District in-house staff, look like an apartment complex or college dorm. Inside are 336 suites, each with a kitchenette and bathroom and two private bedrooms—the new Army standard referred to as the 1+1 module. Each soldier has a 110-square-foot room with a walk-in closet. The shared space includes a small refrigerator, a microwave and even a bathtub. (Most barracks have only showers.)

"It feels like real apartments," said new resident PFC Bryan Theckston from the 978th Military Police Company. "I have my own space so I don't have any problems of roommates getting into my stuff."

Down the hall in the common area are a big-screen TV, foosball and pool tables, electronic darts, full-size kitchens, laundry facilities, vending machines and sitting areas. Downstairs in the basement is a storage area for the soldiers. Outside in the courtyard are covered pavilions with picnic tables and grills, and sand volleyball and basketball courts.

Resident PFC Nathan Kinney, also from the 978th MP Company, said he's enjoying his new home.

"The rooms are smaller but the trade-off is that I don't have to worry how clean my roommate is," he said. "Privacy is definitely a bonus. The laundry facilities are excellent, and the courtyards are better for when we have parties."

Next door to the barracks is the dining facility, and across the street are the administrative buildings that house six company headquarters.

## Early move-in

Soldiers began moving into the barracks in June 1999, although the complex was not originally scheduled for beneficial occupancy by the customer until August. The final building to be completed, the dining facility, began serving troops in July. Turning over the facilities to the customer ahead of schedule is quite an accomplishment, said David Wise, resident engineer for the Fort Worth District's Fort Bliss Resident Office, which managed the construction.

During construction, 54 modifications were made to the project's contract. Wise said time growth for the project—how much longer it took for completion than originally estimated—was 4.2 percent when 20 percent is typical. Cost growth—how much more the project cost than originally calculated—





was 1.1 percent when the average is 2 percent. Out of more than 1 million manhours worked, there was only one lost-time accident on the job site.

"We're very proud of our time and cost growth and safety record. This project—the largest ever constructed at Fort Bliss—is indeed a success story," Wise said. He credited Ed Gonzales, Jim Murez, David Ledezma, Tom Wagner, Henry Battaglia and Liz Ayub from the resident office; Mike Cockrell, Jim Bristow, Kathren Santikos, Peggy Roberson, Robin Westerfield, Bob Weimer, Rosanna Brown, David Clarke, Zeke Monteros, Richard Newlin, Ricky Grubbs, Paul Grindel, David Linan, Bette Bronstad, Greg Woodard and Charles Gibbons from the in-house design team; and Calvin Conger from the district's Programs and Project Management Division.

"I've been very pleased from the customer perspective about where we're at and where we're going," Shaw said in July, just before the dining facility was finished. "This has been a first-class contract process, with a first-class team of people following it all the way through."

### Formalized partnership

Shaw said the partnership agreement between the Fort Worth District and the general contractor was key to the successful construction. In November 1996, a month before construction began, representatives from the district, Fort Bliss DPWL and the general contractor, The Austin Company, met in Galveston, Texas, for a formal partnering meeting.

*Right: The three new barracks at Fort Bliss have several common areas for soldiers, including TV viewing areas.*



*Left: The new Fort Bliss barracks are the 1+1 module, where each soldier has his or her own 110-square-foot room with a walk-in closet.*

The partners wrote a charter and agreed to hold monthly partnering meetings and quarterly executive-level partnering meetings at the job site to resolve differences and handle modifications smoothly.

"This partnering meeting paid more dividends than any of us ever anticipated," Wise said. "We resolved problems in a timely manner before they festered and became claims (against the government)."

"Another thing that helped us was a transition meeting we had with the in-house design team" before construction started, Wise added. "They were familiar with the intricacies of the design, and they gave us a heads-up on things the customer specifically asked for. It was a very effective meeting."

### Working together

Teamwork and open communication are a big part of how the Fort Bliss Resident Office conducts business. The Corps' Southwestern Division PM forward Steve Zediak works out of the post DPWL as the installation support coordinator to facilitate the interaction between the two offices.

"Steve is on the payroll of the Corps but he resides within the building with the DPWL, so he's really kind of like an interface between the two different agencies," Shaw explained. "The good part about it is we are able to identify shortfalls and issues on the DPWL side of the house as well as shortfalls on the Corps side. Steve can bring the right parties together and get the solution to it very quickly."

Zediak has been in the position for a year. In that time, Shaw said, "business has improved. The work relationship and our ability to get the end results have definitely improved." Those end results can be seen in the new barracks complex, a new child care center, two new housing areas, the remodeled Military Entrance Processing Station and numerous other projects scattered throughout Fort Bliss.

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*Soldiers began moving into the new barracks complex at Fort Bliss in June.*

# Public Works

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